

DRAFT

MINUTES
FACULTY SENATE
DECEMBER 11, 1990

1. Call to Order. President Dunn called the meeting to order at 3:42 p.m., and announced that there was no quorum.

2. Adjournment. The meeting adjourned at 3:43 p.m.

Kenneth R. Murr, Secretary

Cathy T. Sturkie, Staff Secretary

Senators absent: G. Carner, G. Christenbury, R. Marion, B. Baron, M. Bridgewood, R. Schalkoff, P. Loge, G. Lucas, J. Zanes, J. Milstead (S. Oldaker attended), and K. Dieter (J. Waldvogel attended)

An informal, informational meeting was held.

1. Special Order of the Day. President Dunn introduced Derrick Pierce, Student Body President. Mr. Pierce explained the duties and responsibilities of the three branches of student government: Executive, Student Senate, and the Student Court. Accomplishments by the Student Government include facilities space, extension of Post Office hours, social policy, expansion of shuttle bus route, offices open during lunch hour in Sikes, and the notification of students to remove parked cars before football games. The Student Government continues to work on: a date change for Fall Break, campus organizations renting shuttle buses for social events, receiving hours when changing major, no penalty when a student repeats a course, and the reporting of location of crimes by police and administration. Mr. Pierce has enjoyed working closely with the Faculty Senate, and hopes this relationship will continue since many concerns and issues affect both students and faculty.

2. Committee Reports

a. Senate Committees

Policy Committee. Senator Oldaker presented the report of the Policy Committee (Attachment A). Items 5 and 6 (structure of the Research Advisory and University Research Grant Committees) were discussed. Senator Graham stated that the Research Committee will recommend the continuance of current requirements presented in the Faculty Manual.

Research Committee. The report of the Research Committee was presented by Senator Graham (Attachment B). Senator Graham also stated that Vice President Gogue spoke with the Research Committee about a draft copy of a document regarding institutional compliance.

Scholastic Committee. Senator Louderback had planned to bring a resolution to the Senate concerning the admissions standards for athletes. This will be presented at a later date.

Welfare Committee. No report given.

b. University Commissions and Committees

International Student Statement Task Force. Senator Heusinkveld stated that as we change from regional to international clientele we need to change, and until the present time, we have not done so. This ad hoc committee wishes to raise awareness across campus of international affairs. A statement will be introduced to the Senate after the first of the year. Wes Burnett, of Parks, Recreation & Tourism Management, will assume the responsibilities as Chair in the absence of Senator Heusinkveld, who will be on sabbatical.

3. Senate President's Report. President Dunn briefly discussed each item.

4. Old Business

a. Senator Luedeman stated that the Task Force for the Recognition of Credit for Public Service met with Bud Webb, Dean of Agricultural Extension. This committee is working on a process to receive an addition to the extension budget to fund this project, which will be brought to the Senate for approval when completed.

b. Senator Luedeman reported that there have been no contributions to the Centennial Professorship since the November meeting.

c. Senator Zehr disseminated and discussed the report from the ad_hoc Committee to Review Senate Organization and Governance (Attachment C).

d. Senator Murr mentioned that the Provost returned the revisions to the Faculty Manual with only minor editorial corrections. Senator Murr recommended that the Senate address the procedure to change the Faculty Manual.

e. Senator Murr discussed revision on the Handbook and asked for questions, recommendations, and notification of errors.

f. President Dunn reminded the Senate of the Class of '39 Ceremony at the Bell Tower at 3:30 p.m. on January 8, 1991.

5. New_Business

a. President Dunn presented the agenda for the visit of Fred Sheheen, Commissioner of Higher Education, on January 8, 1991.

b. Nominations of members for the Grievance Board were: Eldon Zehr, John Zanes, Russ Marion, Bob Schalkoff, and Bill Baron.

c. President Dunn passed out a Survey on the Most Effective Way to Award S. C. State Service Pins and Certificates to Clemson University Employees (Attachment D). Senators were asked to complete and return to Ray Thompson.

d. President Dunn announced that the Executive Advisory Meeting scheduled for Wednesday, December 12th at 1:30 p.m. has been cancelled. The next meeting will be on Thursday, January 31, 1991 at 3:30 p.m.

e. Senator Luedeman suggested that a featured faculty member in the Clemson_Weekly might be a good way to recognize faculty members.

f. As a member of the Alcohol and Drug Awareness Committee, Senator Conover reminded the Senate that faculty must adhere to the current policy concerning students and alcohol.

FACULTY SENATE POLICY COMMITTEE
December 11, 1990

The Faculty Senate Policy Committee met December 10, 1990 to attend to the following items:

1. Faculty Manual items II. G, J, and S and VI.C were deferred for consideration until the January meeting.
2. Reviewed "Guidelines for Establishing and for Eliminating Academic Departments" and agreed to obtain more information from the Provost before taking action. Will continue on the January agenda.
3. Reviewed Clemson University Social Policy and found it unduly restrictive and an example of "overkill." Comments are being sent to the Office of Student Development.
4. Discussed Item II.29 of the Faculty Manual and noted that "suspension" is a personnel action and is grievable through the Grievance Process.
5. Agreed that membership on the Research Advisory Committee should remain as currently structured in the Faculty Manual. The Policy Committee could support addition of the Associate VP for Budgets & Planning and the Associate Director SC Experiment Station if moved by the Senate, but felt strongly that faculty members should remain as the core of the committee.
6. Agreed that membership on the University Research Grant Committee should remain as currently structured in the Faculty Manual. The Policy Committee would support a change to ELECT members rather than APPOINT them if moved by the Senate.
7. Agreed that membership on the Fine Arts Committee should remain as currently structured (with editorial corrections) in the Faculty Manual. Policy Committee members suggest that the Fine Arts Department initiate an advisory committee to which community members can be appointed.

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JM

2. Twenty & Thirty Year Pins

☐ Department Head
☐ Dean or Associate Vice President
☐ Vice President
☐ Other

3. Forty - Fifty Year Pins

☐ Dean or Associate Vice President
☐ Vice President
☐ President
☐ Other

- C. Please indicate how you feel the following service pin awards should be given. Choose either ceremony or luncheon for each year represented.

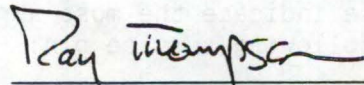
	<u>Dept.</u>	<u>Reception</u> <u>w/no. of recipients</u>	<u>Luncheon</u>
10 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50 years	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D. Personal Information

1. Title _____
2. Department _____
3. VP or VP area _____

E. Comments/Suggestions: _____

☐ / Check if additional comments are attached.


 Ray L. Thompson, Director
 Employee Development



BUSINESS AND FINANCE
Personnel Services Division

December 10, 1990

MEMORANDUM

TO: Faculty Senate Welfare Committee, Classified Staff
Commission, Business & Finance Employee Relations
Council, and Business & Finance Secretarial Council

SUBJECT: Survey on the Most Effective Way to Award S. C.
State Service Pins and Certificates to Clemson
University Employees

The S. C. Division of Human Resource Management (DHRM) is the agency that controls the issuance of state service pins and certificates. DHRM normally sends all state agencies their service pins and certificates to the various state agencies in January of each year. DHRM has now decided to allow state agencies to order these state service pins and certificates a year in advance. This change in the state's program opens up several options on how we might want to award the service pins and certificates here at Clemson. We ask your help in this evaluation by completing this survey form and by contributing any ideas you think relative.

- A. Please indicate the manner in which you feel would be most appropriate for Clemson University to award State Service Pins. Note: Current practice is to award on an annual basis.

- ☐ 1. Annual awards
- ☐ 2. Semi-annual awards
- ☐ 3. Quarterly awards
- ☐ 4. Monthly awards (in the month that service milestone occurs)

- B. Since State Service Pins recognize service to the State, please indicate the most appropriate person to award the following service pin:

1. Ten Year Pin

- ☐ Immediate Supervisor
- ☐ Department Head
- ☐ Other

REPORT FROM THE AD HOC COMMITTEE TO REVIEW
SENATE ORGANIZATION AND GOVERNANCE

December 11, 1990
Eldon I. Zehr, Chair

The ad hoc Committee to Review Senate Organization and Governance is studying a number of issues that would affect Senate organization and governance if adopted by the faculty. We wish to list here the concerns that are being studied by the Committee, and the consensus views of the Committee about each.

1. We believe that the size of the Senate body should be increased, perhaps to approximately 50 members, to reflect the larger number of faculty now at Clemson University and to serve effectively in the increasing range of committee responsibilities.
2. The term of office of the President of the Faculty Senate should be extended to 2 years to provide more effective representation of the faculty.
3. Committee structure and scope of activities for standing committees of the Faculty Senate should be studied and restated.
4. The Faculty Senate should have more responsibility and oversight of University committees and commissions that relate to academic affairs. The chairs of all academic committees and commissions should be faculty. They should report to the Senate about activities twice each year.
5. There should be a "Financial and Facilities" Committee to enhance faculty input and keep faculty informed of financial matters and plans for facilities that affect academic affairs.
6. The Senate should assume the responsibility of the Academic Council. Committees that report to the Academic Council should report to the Faculty Senate.
7. To expedite communication, the President of the Senate should meet separately with the President and Provost of the University once each month.
8. The President of the Faculty Senate should be a voting member in meetings of the Vice-Presidents of the University.
9. The ad hoc Committee also is studying the concept of including department heads and college deans as faculty who might be eligible for election as faculty representatives on the Faculty Senate.

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Attachment B (2 of 2)

*Institutional**Compliance*

EXECUTIVE SUMMARY

Universities involved in research, teaching, and public service activities in which federal funds are involved are required to be compliant with various federal laws, regulations, executive orders, etc. It is important to note that these federal requirements apply to nearly all research, teaching, and public service activities once any federal funds are accepted by the institution and not just those projects or activities directly funded from a federal source. This means that an errant activity in one program could jeopardize numerous activities in unrelated programs campus wide.

Institutions face a rapidly growing and constantly changing set of requirements to be compliant. Penalties vary from the moderate to the extreme within the various areas of compliance with punitive actions focused on the institutions in some cases and on the specific individual(s) in other cases. For the protection of the institution, it is critical that our faculty, staff, and students know the rules, that appropriate policies or assurances are in place, that required training is conducted, and that we have a systematic plan for review and evaluation.

As the research program at Clemson University has grown during the past few years, the number of federal audits and external compliance reviews has increased. We will see much closer scrutiny of our compliance program in the coming years.

This document is an administrator's guide to current compliance requirements. As an overview document it provides general information, but specific questions and detailed discussion should be directed to the contact person for the specific compliance issue raised. There are several components to the document:

- Institutional Compliance Requirements

- Areas of federal compliance responsibilities are listed.
- General requirements to be compliant are stated.
- Applicable laws and regulations for each area of compliance are listed.
- The contact person that can serve as a resource to assist with questions and issues for each area of compliance is listed.
- The unit or division responsible for each area of compliance is identified.

- Compliance Oversight Reporting Chart

- Risk Assessment for Non-Compliance

- Institutional Compliance Budget Requirements

- Standard Operating Procedures

RESEARCH COMMITTEE REPORT

December 1990

Vice President for Research Dr. G. J. Gouge spoke with the Research Committee about a draft copy of a document titled Institutional Compliance Requirements. Numerous laws both federal and state with a myriad of rules and regulations exist that have impacts on university research, teaching, and public service activities. Clemson University has developed a system throughout the various colleges and disciplines that address compliance.

The draft of Institutional Compliance Requirements is an overview document that provides general information about compliance. As stated in the attached summary specific questions about details should be addressed to the contact person for specific compliance issues.

Vice President Gouge is scheduled during the spring to speak to the Senate and discuss the document.

Executive Summary of the document is attached.

The Research Committee continues development of a senate policy statement about graduate education.

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MINUTES
GENERAL FACULTY
DECEMBER 19, 1990

1. Call to Order. Provost Maxwell called the meeting to order at 10:05 a.m.

2. Approval of Minutes. The minutes of the General Faculty Meeting dated August 22, 1990 were approved as distributed.

3. Alumni Award for Distinguished Service. Provost Maxwell introduced Matthew Watkins, Assistant Vice President for Alumni Relations, who presented this award to Professor James H. Palmer, and cited his work in the field of agronomy and soils, especially that of soybeans.

4. Alumni Professors. Provost Maxwell announced the names of two new Alumni Professors: Gordon Halfacre, Professor of Horticulture and Mark Steadman, Professor of English.

5. Report of the Self Study Committee. Professor Steve Melsheimer updated the faculty and staff of the progress made by this committee since the Spring, 1989, and whose work should culminate by Spring, 1991.

6. Report of the Capital Campaign. Dr. Gary Ransdell provided an update of the Capital Campaign. The goal for this campaign is to provide 35 million dollars for endowment, 15.5 million dollars for facilities, 5.5 million dollars for equipment, and 6 million dollars in annual unrestricted support. Fifty-eight (58%) percent of this goal has been committed.

7. Report of the Teaching Awards. Dr. Garth Spencer explained the establishment and funding of a teaching award program to reflect Clemson's emphasis on teaching. Also explained was the proper manner in which to submit a teaching award proposal.

8. Report of the Faculty Senate President. Dr. Allen Dunn, President, shared mid-year activities of the Senate which included:

- 1) awards (Centennial Professorship and Class of '39);
- 2) cooperation (with the Commission on Classified Staff, Extension Senate, Graduate Student Association and Student Government also USC and MUSC);
- 3) general activities (Forum for Research and Teaching, Breakfast with the Board of Trustees);
- 4) issues (postal service, optional retirement, a system for support of computer services for students, international education for all international students, faculty statement on graduate and undergraduate education to find the quality we want to see, reorganization of Faculty Senate, Faculty Manual, admission of scholarship athletes, parking, criteria for elimination of academic departments, evaluation of department heads); and
- 5) policy reviews (research ethics, smoking, substance abuse, patent).

Dr. Dunn reminded faculty to communicate information to the Faculty Senate, and thanked the Administration for its help and continued support. Dr. Dunn announced that Fred Sheheen, Commissioner of Higher Education, will be the guest of the Faculty Senate at the 4:00 p.m. meeting on January 8, 1991 in the Student Senate Chambers.

9. Report from the Chairperson of the Commission on Classified Staff. Ms. Ruth K. Taylor informed the faculty and staff of issues given attention by the Commission this year. Compensation remains to be the number one concern; others include: parking, shuttlebus restrictions, and the provision of graduation ceremony apparel for classified staff persons. Visibility and communication will continue to be important through the use of newsletters, brochures, videotapes and correspondence with other college campuses. Of special importance, Ms. Taylor noted the establishment of a scholarship program three years ago. This year Jason Mosley (son of Carol Foster Mosley), was named the first recipient of this scholarship.

10. The President's Address. Provost Maxwell introduced President Lennon who began his address by congratulating Doctors Palmer, Halfacre, and Steadman upon their respective accomplishments and awards.

"Time and change will surely show how firm thy friendship (in this case) with Clemson." (Partial quote from another University alma mater.)

The frustration resulting from our world changing so rapidly, makes us sometimes feel a little uncertain and unsure. I don't know how to effectively communicate to those of us at Clemson University just how rapidly our world is changing. I wish I could be so successful so that each person at Clemson would begin to develop a sense of urgency to take ourselves (individually and collectively) more seriously as we accept the responsibility of shaping this University for the future. Each person has to be a part of that process. I urge you to join me in this challenge.

We began a process that resulted in our Second Century Plan with six major areas of emphasis. Strategic Planning was then added. Strategic planning is giving us results already, for example, the teaching awards (discussed earlier) from the Provost's Office. We are learning that we can do whatever we determine should be done to improve undergraduate curriculum, if we decide that it is necessary to do so. When I go to national meetings with other university presidents, and we break into smaller groups to deal with issues in workshop settings, I feel a sense of pride because on every issue confronting higher education, Clemson University is ahead of the curve. We have bright people who have devoted significant time developing our strategy to deal with these issues. There is one exception, though, and that issue has to do with globalization or internationalizing Clemson University and all that it does. We are making progress there, but we still have to become more aggressive to be successful.

As an institution, one of the first things you learn to do when you challenge yourself, is to clearly define what you want to become. At the beginning of our planning process we began to evaluate our mission. We have a mission statement, and in our planning process we have become to appreciate the uniqueness of the land grant university mission and all that that entails. But we find in this process that we have to do more than develop a mission statement - we have to have a vision. What will Clemson become? Let me share this vision statement (Attachment A) with you:

Our vision for the future states that Clemson University will become the nation's leading technologically-oriented land grant university. Are you going to accept that? Those involved in planning concluded that if we said "one of the leading," many of us would believe we are already there, and therefore do not need to improve. This clearly establishes our direction. What do we mean by "technologically-oriented land grant university?" We simply mean that we are not comprehensive and offer every possible degree program. So it is in that group of peer institutions we expect to excel. "This can be achieved through an uncompromising passion for excellence in undergraduate and graduate teaching, research, and public service. The University will emphasize science, technology and innovation and will be dedicated to providing a liberal education that fosters integrity, critical thinking, a global view, and leadership for a changing world."

If you think about what we are saying, it begins to suggest that some people are beginning to take Clemson University seriously. It also suggests that we are going to have to learn how to involve the president, deans, faculty, staff, or any other person within the institution. It also suggests that if we are going to be successful, we must begin immediately to dismantle many of our traditional thoughts as to how we function. We cannot be shackled by the bureaucracy imposed upon us by state government or those we impose upon ourselves. We have to develop a can-do attitude. We must be willing to decide that we will develop a can-do attitude so that we put the responsibility on ourselves to figure out how to achieve excellence.

Leave here to today with one thought: Clemson University is beginning to take itself seriously. We are here to provide excellence in education, and we will develop a process to commit ourselves to excellence. When a student applies to Clemson University, our application should be the best experience a student could have. Who better to make sure that the experience is the best than those in admissions. It means that we will have to develop a significant data set so that you will have the feedback necessary to make sure that we are providing a quality service. We are going to expect a commitment to excellence in everything we do at Clemson; and if we do that, we can accomplish our mission and vision.

We will be tested right away. This year will be one of the more difficult years legislatively. You will hear through the media a lot of discussion regarding the state budget process.

Because of what is happening already, we can predict lots of divergent opinions. Normally, at this stage for example, the Budget and Control Board is fairly unified - but you know and I know, that they aren't. As a result, we can predict that the House will have its say, the Senate will have its say, and that there will be a lot of opportunity for exciting things to happen. Based on the downturn of our economy most are aware that there will be very little in the way of new resources. Therefore, it is even more important for us to work hard to make sure that higher education is a priority in the General Assembly. There will be a bond bill this year. We are positioning ourselves to aggressively pursue funding for several priorities. We have to work hard to make sure that education gets its fair share of that bond bill. If we aren't successful on certain projects, it will be my intent to form a group to figure out other ways to accomplish the project. Surely, there are other ways to accomplish our goals because if we wait for the State of South Carolina to solve our problems, we might wait a long time. It's a cultural change - but I ask you to help us accomplish this goal.

11. Adjournment. The meeting was adjourned at 11:32 a.m.

Kenneth R. Murr, Secretary

Cathy T. Sturkie, Staff Secretary

MINUTES
FACULTY SENATE
JANUARY 8, 1991

1. Call to Order. President Dunn called the meeting to order at 3:37 p.m.

2. Class of '39 Award for Excellence. Joel Vincent Brawley, Jr., this year's recipient, was honored at a brief ceremony during which congratulatory remarks were given by Commissioner Fred Sheheen, Dr. W. David Maxwell, and Dr. T. L. Senn.

3. Special Order of the Day. President Dunn introduced Fred Sheheen, Commissioner, Commission on Higher Education. Commissioner Sheheen mentioned items the CHE will address during the next year: (1) funding, (2) institutional effectiveness, and (3) state planning. The CHE is approving insitutional missions; and will also look at space use and space needs, state funding and institutional spending patterns, and quality incentives. Issues on the agenda for the CHE include how much money is generated for institutions; quality incentives; changing the formula from regional to national peer groups; and enrollment management. Other items to consider include: harmonizing the role of the two medical schools; in-house requests for graduate programs from four year branches of USC (other branches wish to become four year institutions/have university status/become part of the public system); access-in-equity program for improving the presence of minorities; and duel two year systems.

Dr. Sheheen reiterated that in deliberations of the CHE and public and educational affairs in the state, a strong faculty voice is desired. Dr. Sheheen charged the Senate to use its talent, intellect, resources, and expertise to contribute in full measure to these deliberations of higher education and public policy matters.

4. Approval of Minutes. The Faculty Senate Minutes for November 13, 1990 and December 11, 1990 were approved as written.

5. Committee Reports

a. Senate Committees

Policy Committee. Senator Milstead submitted the policy report (Attachment A).

Research Committee. There was no report.

Scholastic Policies Committee. Senator Louderback reported that there was no report.

Welfare Committee. Senator Baron reported that there was no report.

b. University Commissions and Committees

6. Senate President's Report. President Dunn referred to the President's Report (Attachment B). Attention was called to Item #3 for emphasis, and Item #4 for correction (should be University requirements instead of NCAA requirements).

7. Old Business

a. Senator Hare submitted a report from the ad hoc Committee to Review the Purchase of Business and Finance Software Systems by the Office of Business and Finance (Attachment C). Senator Hare presented four motions, which were seconded, concerning the delay of the replacement of the software system until all aspects are considered by technically familiar internal personnel. Motions passed (FS91-1-1 A-D P) (Attachment D).

b. Senator Luedeman reported that nine contributions, totaling \$2,435 have been received for the Centennial Professorship Campaign this month. A letter seeking contributions was recently mailed to all faculty. The Senate is grateful for previous contributions, but must continue to solicit money through the mail system. Unfortunately, those who have previously committed to the campaign may continue to receive this appeal for support. The Senate asks for their understanding.

c. Senator Milstead presented a motion from the Policy Committee to change the Faculty Manual to make the Faculty Senate President responsible for resolving conflicts regarding violations of the Faculty Manual. Motion passed (Attachment E).

d. Senator Murr then made a motion for a new procedure to update the Faculty Manual, which is supported by the Policy Committee. Motion passed with no dissent (Attachment F).

e. The following senators were elected to serve on the Grievance Board: Bob Schalkoff-Engineering; Eldon Zehr-Agricultural Sciences; Brenda Vander Mey-Liberal Arts; and Kenneth Murr-Library.

f. Senator Louderback made a motion to change the distribution of the MacDonald's Scholarship back to the original 2:1, undergraduate to graduate distribution. Motion was seconded and passed.

g. Michael Bridgwood (Engineering) was elected to serve in Paula Heusinkveld's place on the Fine Arts Committee during her sabbatical.

h. Eleanor Hare (Sciences) was elected to serve in Paula Heusinkveld's place on the Handicapped Committee.

8. New Business

a. Senator Luedeman made a motion to endorse the Student Senate Resolution, "Handicap Vans" (Attachment G). Motion was seconded and passed with no dissent (FS91-1-2 P) (Attachment H).

b. Senator Baron expressed concern regarding violations of the Faculty Manual. Discussion followed with ideas for proper procedures to follow to ensure adherence to Faculty Manual.

c. Senators were reminded to submit items to Ken Murr or Peter Loge by February 15, 1991 (for publication on March 1st), for the Open Forum.

9. Adjournment. The meeting adjourned at 5:32 p.m.

Kenneth R. Murr, Secretary

Cathy T. Sturkie, Staff Secretary

Senators absent: D. Graham (D. Brune attended), D. Grigsby, S. Ingram, R. Marion, G. Lucas, K. Dieter, (J. Waldvogel attended), T. Tissue

FACULTY SENATE POLICY COMMITTEE REPORT
January 8, 1991

The Policy Committee met January 4, 1991 to attend to the following items:

1. George Lucas notified the Chair that he has accepted a position as Assistant Director for Research at the National Endowment for the Humanities and will no longer serve on the Committee. The Committee wishes him good luck and will request a replacement.
2. Reviewed "Guidelines for Establishing and for Eliminating Academic Departments" and made recommendations for change to Dr. David Maxwell, Provost.
3. Reviewed the report from the Ad Hoc Committee to Review Senate Organization and Governance. The Committee agreed with item 1, opposed item 2, strongly agreed with items 4 through 8, and strongly disagreed with item 9 (inclusion of administrators in Faculty Senate).
4. Recommend Faculty Senate support the Student Senate resolution concerning handicapped access.
5. Reviewed changes from the Faculty Manual Committee and recommends support.

Next meeting is scheduled for Tuesday, January 22, 1991 from 11:00 am.m to 12:30 p.m. in the Dean's Conference Room, 5th floor, College of Nursing.

PRESIDENT'S REPORT

JANUARY, 1991

1. At the December 3rd meeting of the Academic Council, approval was given to two recommendations from the Commission on Undergraduate Studies. The first concerned residence requirements, and stated, "In order to qualify for an undergraduate degree, a student must complete from Clemson a minimum of 30 of the last 36 credits presented for the degree." The second concerned class attendance and stated, "If the student does not have sufficient withdrawal hours or if the student's absence that exceeds the professor's stated attendance policy occurs within the last five weeks of the semester, the violation of the attendance policy will result in the professor marking a final grade of "F" on the grade collection forms at the end of the semester" (Attachment A). In a related matter, it was requested that professors state in their course syllabus the length of time students must wait on a professor before leaving. The Faculty Manual states 15 minutes.

2. The Office of Admissions and Registration has projected enrollments for the next 10 years (Attachment B). After 1993, they expect the enrollment of undergraduates to stabilize for it is anticipated the number of new freshman and transfers will be comparable to the years 1991, 1992, and 1993. The projections are based on the assumption the University will continue to enroll 2,500 new freshman and 600 new transfers each year, and attrition and graduation rates will be similar to past years.

Undergraduate Projections are:

1991	12,802
1992	12,465
1993	12,054
1994-2000	12,054

3. When Dr. Lennon became President of the University, he committed to the Board of Trustees that he would remain as President for five years. This period will be up on March 1, 1991. He has announced that he has advised the board that he will remain as President for two more years.

4. On December 7th, Dr. Louderback and myself met with Dr. Lennon, Dr. Skelton, and members of the Admissions Exception Committee to discuss the admission of scholarship athletes to the

University. The Letter of Intent which is sent to each athlete for the awarding of a scholarship contains a statement that the athlete must be admitted to the University. Those who do not meet University requirements are reviewed by the Admissions Exception Committee. Dr. Lennon stated he would like to see the committee base their decisions on the graduation potential of each athlete reviewed.

5. On December 11th, the Standing Committee on Admissions and Scholarship of the Athletic Council met with Coach Hatfield. Coach Hatfield stated that in his recruiting program, he is seeking athletes who will be students, and he wants his players to graduate from the University. Character is a quality he is looking for in the students he is recruiting, and on this basis, the football program is being built. He also stressed that he is and will be working to get his players to think beyond football and to see that they must prepare for the future. He is in favor of decentralizing the housing of athletes, and wants to see athletes integrated more into the University community. He is setting high standards of conduct for his players, and will be working with the faculty to bring about a greater understanding between athletics and academics on campus. He will need the help and support of the faculty in his endeavors.

6. Dr. Charles Tucker, Chairman of the USC Faculty Senate Welfare Committee, has sent a copy of a resolution concerning administrative salaries at USC (Attachment C). The resolution proposes no increase in administrative salaries until faculty salaries on the average are equal to faculty salaries at peer institutions in the southeast.

7. As stated in the December President's Report, a site has been chosen for the East Campus Student Activities Center, but the facility to be located between Riggs and Freeman Halls will be a canteen. The site for the Super Cats Store which will contain a student-oriented computer rental/copy shop with a focus on low cost quality color printing, a convenience store, and a CAT II Memorabilia Shop is pending approval by the Facilities Planning Committee.

8. Please continue to encourage your colleagues to support the Centennial Professorship Fund. We need to complete the campaign this year by raising \$38,000. This is a commitment made by the Senate, and it is going to take increased effort to reach our goal. At department and college meetings and in discussions with colleagues, encourage participation. Pledge cards and other materials can be obtained from the Development Office or contact Dr. Luedeman. This is a faculty award, given by faculty to one

of our own who has demonstrated excellence in scholarship and professional achievement.

9. The ad_hoc Committee to Review Senate Organization and Governance Report is attached (Attachment D). Please give it your serious consideration and discuss it with colleagues. The Committee is proposing:

- an increase in the size of the Senate
- extending the term of the President to two years
- a study of existing committee structure and mandates
- the Senate have greater oversight responsibility for academic committees and commissions
- academic committees and commissions be chaired by a faculty member
- establish a Senate "Financial and Facilities" Committee
- committees reporting to the Academic Council should report to the Senate
- President of the Senate should meet on a scheduled basis with the President and Provost
- Senate President should be a voting member at Vice Presidents' meetings
- anyone holding faculty rank could be eligible for election to the Senate

10. Fred Sheheen will be present at our meeting on January 8th. A schedule of his visit is attached (Attachment E). Please plan to attend the 10:00 a.m. meeting with him, and encourage your colleagues to attend the 2:00 p.m. meeting. All meetings will be held in the Board Room of Sikes Hall. At 3:30 p.m., the Senate will meet at the Bell Tower for the unveiling of the inscribed name of the Class of '39 Award winner. Mr. Sheheen will join us for this occasion.

11. An updated version of the purpose and eligibility for the selection of Clemson University's Outstanding Graduate Teaching Assistants is attached (Attachment F).

12. Attached is Resolution 90/91 No. 40 passed by the Student Government on December 3, 1990 entitled, "Campus Construction: Boom or Doom?" (Attachment G).

Faculty Senate *ad hoc* Committee to Review the Purchase of Business and Finance Software Systems
by the Office of Business and Finance
January 8, 1991

Report to the Faculty Senate

- **Background**

- August, 1989, study by IBM study team recommended enhancing software system, not replacing it
- July, 1990, study by Deloitte & Touche recommended replacement of Business & Finance software and estimated cost of replacement at 2 to 3 million dollars

- **The software replacement proposed in the Deloitte-Touche study represents a radical change.**

- Deloitte-Touche study looked at only part of administrative information software system and recommended a new database for that part of the system, thereby creating a heterogeneous database environment
- Heterogeneous database environment extremely undesirable -- no known general solution for data conversion
- Total cost of new Business & Finance software system not included in Deloitte-Touche estimates.

- **Why change the current database management system?**

- Upgrade of IDMS/R, currently in progress at Clemson, will provide comparable function as new database

- **If a radical change in the software system is desirable, is a different relational database management system the best alternative?**

- Relational database (recommended by Deloitte-Touche) considered "semantically bankrupt"
- Current trend in DBMS is toward Object-Oriented database model
- IDMS/R has relational query language and some features of Object-Oriented model
- Future directions in database probably toward networks of workstations and file servers

- **Other technical problems and costs.**

- Networking with a seamless system, as recommended by IBM study, not addressed
- Retraining of technical support staff and users
- Methods and cost of interfacing with other University systems not fully addressed
- No benefit study conducted
- Annual fees and maintenance charges not included in cost estimates

- **Funding.**

- Who will pay? What additional funding will be required?

- **The effect of business office policies and procedures.**

- Access by some researchers to their own contract and grant data excluded under current policy
- Proposed new financial system software probably of little benefit to academic users
- Input from Computing and Information Technology absent from software replacement proposal

- **Procedural and organizational concerns.**

- Legitimate need for faculty to participate in this decision process
- Any academic funds being used for this purchase? Higher priorities for the use of academic funds?
- Administration unresponsive to requests for input from computer professionals
- Failure of Business Office to communicate needs to DAPS

REPORT

On December 5, 1990, B. Allen Dunn, President of the Clemson University Faculty Senate, appointed an *ad hoc* committee to evaluate the proposed purchase of business software systems as related to the needs of the University. Committee members are Tony Connor (Computer Science), Jim Davis (Accountancy), Eleanor Hare (Chair, Computer Science), Nancy Longcrier (Nursing), Russ Marion (Education) and Jack Peck (Computer Science).

Background of proposed purchase of business systems software

On September 20, 1990, the Computer Advisory Committee was informed that the Business Office had decided to replace Business & Finance software systems with purchased packages and that the total cost was expected to be in the range of 2 to 3 million dollars.

The proposal to purchase new system software for the Business Office was preceded by two studies. In August, 1989, a study team, assisted by IBM personnel and information resources, presented a self-assessment of the campus community's current and future information needs. Primary objectives as stated by this study team include:

- a. Establishing comprehensive and consistent planning and direction for campus-wide administrative information systems and improving the effectiveness with which policies and procedures are communicated.
- b. Appointing a Director of Business Systems Development, who would communicate the needs of Business & Finance to the Division of Administrative Programming (DAPS).
- c. Providing the user community with a seamless open network; i.e., a network which allows the inter-connection of various types of computers into a unified computing environment in such a way that users perceive no difference in how the system works.
- d. Improving on-line access, data integration, and reporting flexibility. To accomplish this goal, the study team recommended the purchase of programming development tools, windowing environment support, and other software, as well as additional staff for DAPS.
- e. Establishing a training and support center to assist all employees in the use of information technology.

The total cost of accomplishing the above goals was estimated at 10.3 million dollars, 9.85 million of which was allocated to establishing a seamless network. Cost of enhancing the current business software system was not included in this estimate. (It is possible to partially implement the IBM suggestions without spending 10.3 million. The IBM study team provided suggestions for future directions and these suggestions should be carefully evaluated. Clemson must ask, "Where do we want to be in computing in ten years? Do we want to maintain or improve our current position in this area?" With a rapidly changing technology, not to improve is to fall behind.)

The IBM study team recommended enhancing current systems. It did not recommend replacing them. Also, the study team did not estimate the cost of enhancement. The study team did suggest hiring 10 additional people at DAPS to support new applications, 5 additional people for network support, and 5 additional people to provide training to users.

A second study, performed by the accounting firm of Deloitte-Touche for Business & Finance, was presented in July, 1990. The scope of this study was "to develop a strategy to improve (or replace) the existing Financial Human Resource, and related organizational systems." Deloitte-Touche recommended that a collection of

applications maintained and supported by DAPS be replaced, rather than enhanced. Deloitte-Touche also performed a cost estimate comparing in-house (DAPS) development against the cost of three large vendor packages and preferred the package alternative. The estimated cost was 2 to 3 million dollars for replacement of the Business & Finance software.

Deloitte-Touche stated that the current design is "based on database technology (preferably Relational) which does not exist today". (Deloitte-Touche was apparently not aware that IDMS was upgraded to IDMS/R (the R stands for "relational") more than four years ago. Since no change of database is necessary to obtain relational functions, it is possible that Deloitte-Touche's cost estimate for in-house development is inaccurate.)

Two of the three vendor packages referenced by Deloitte-Touche were presented using the IBM relational database, DB2. The third package used Oracle, another relational database. There was no mention in the Deloitte-Touche study of other systems sharing data with the Business Office software. The Deloitte-Touche study was of the Business Office software only and did not address the major concerns presented by the IBM study team. Deloitte-Touche estimated the cost of replacing the Business Office software at 2 to 3 million dollars (including a new database).

On October 9, 1990, the Clemson University Faculty Senate passed a resolution "That this proposed purchase of computer software should be delayed until adequate input from the Accounting Department, the Computer Science Department, DAPS, the Division of Information Systems Development (DISD), and the Computer Center at Clemson be obtained."

On October 23, 1990, the University Computer Advisory Committee passed a resolution that "The University Computer Advisory Committee supports Faculty Senate resolution FS90-10-2-p, 'Resolution of the Proposed Purchases of Computer Software by the Office of the Vice President for Business and Finance.' Further, we define the word 'delay' in the last paragraph of the Faculty Senate resolution to mean postponing the issuance of any Request For Proposal (RFP) for this project until more appropriate University review has been undertaken as outlined in the Faculty Senate resolution."

On October 25, 1990, an RFP for Business Systems Software Selection was issued by Clemson University.

Goals of the *ad hoc* committee.

The committee decided not to conduct an in-depth evaluation of the need of Business & Finance for a new software system, the accounting practices represented by the Deloitte-Touche report, or the contents of the RFP. Instead, the committee evaluated the impact of the replacement of Business & Finance software systems, the impact of incorporating a different database management system into the present Clemson University administrative software system, and the broader issue of responsibility for major expenditures affecting more than one administrative unit.

The committee recommends that the following concerns be addressed before any RFP bid is accepted.

1. The software replacement proposed in the Deloitte-Touche study represents a radical change.

The administrative information systems at Clemson University are comprised of some fifty-one systems, containing 6,621 programs. These software systems all utilize a database management system (DBMS) called

1 See Appendix A and Appendix B.

IDMS/R and many systems share data with other systems.² The Deloitte-Touche study recommended the replacement of 17 of these systems (2,363 programs) and the replacement of the DBMS for these 17 systems. Replacement of these 17 systems and the database might be an interesting idea (even though very difficult) if it were not for the fact that other systems share data with these 17 systems.

However, since data is shared between systems to be replaced and systems not to be replaced, the Deloitte-Touche recommendation would require operating two different DBMS's on the same data. This action would result in a heterogeneous database environment. We know of no database expert who would recommend using two different database management systems in the same software system.³ To take the current homogeneous system and turn it into a heterogeneous system is technically almost unthinkable. It cannot improve a system. It will certainly introduce many problems of both performance and correctness that did not previously exist. (Consider two people withdrawing money from the same checking account using two ATM's with no control on concurrent reads and writes. This example might result in the account balance reflecting only the last withdrawal. The use of two database management systems cannot protect against this problem.)

Problems of simultaneously operating two database management systems on the same collection of data are, in general, unsolved. Even if the technical problems could be solved, purchase of a different DBMS would require the purchase of additional software, including productivity tools for the new database environment and software to support a change in the telecommunications monitor (another major software system). The cost of this additional software does not appear to be included in the Deloitte-Touche estimates.

In addition, a change in the DBMS would necessitate changes to programs other than those to be replaced. The actual cost of a new Business & Finance software must include the cost of changing all affected programs.

An RFP for these radical changes has been issued even though, according to Deloitte-Touche, the current Clemson position in software is considerably better than the current industry position in both utilization of technology and direct user access to data.⁴

2. Why change the current database management system?

IDMS/R (the "R" stands for "relational") version 12 contains the same system query language, SQL, as the IBM relational database management system (DB2), the product perceived to be the panacea of information system problems on the Clemson campus. Why has DB2 been targeted as the language for the proposed administrative system? What features make it a better choice? What sacrifices will be made if DB2 is installed? How will the interface to other applications, which continue to use IDMS/R, be provided? Until these and related critical issues are fully answered, no commitment should be made to change the current system.

2 A **database management system** is a collection of programs and utilities that store data and the relationships between data. Among the features provided by these systems are report generation, audit trails, concurrency control, recovery from hardware or software failure, and control of access to data.

3 "A **heterogeneous system** is a distributed system in which different DBMS's are running at different sites -- more precisely, a system in which the DBMS's at different sites support different data models and/or different database operations. ...The heterogeneous system problem is a very difficult one, however, because it includes as a subproblem the problem of conversion between different data models, for which no general solution is known. The best that can be done is to attempt to solve it in a variety of special cases in an *ad hoc* manner." -- C. J. Date, *An Introduction to Database Systems*, Fourth Ed., Addison-Wesley Pub. Co., 1986, p. 602.

4 Deloitte-Touche, Business and Finance Administrative Systems Assessment, July 1990, p. 54.

3. If a radical change in the software system is desirable, is a different relational database management system the best alternative?

The change of database management system (DBMS) software, which underlies almost all current administrative systems at Clemson University, is clearly radical. If such a radical change is desirable, then one must ask,

"Are other radical changes better than the proposed change to DB2?"

The relational model, of which DB2 is an example, has been popularized for more than ten years, but is acknowledged by many professionals to be "semantically bankrupt" and is now receiving less attention than earlier.⁵ The current trend in DBMS is, in fact, away from the relational model and toward a far superior model, the Object-Oriented (OO) Database Model. As one examines the features of the OO model, one finds a striking similarity to features found in IDMS/R with its Integrated Data Dictionary (IDD). Semantic representation provided by the IDD is among the highest in the industry while features such as SQL (the query language found in DB2) are also available in release 12 of IDMS/R.

Another radical approach, worthy of consideration, would be to discontinue use of the mainframe computer for many administrative applications and to move toward networks of workstations and file servers. Many departments on the Clemson Campus have already made this move and would welcome a better networked solution to their administrative needs. The November 28, 1990, issue of *Business Week* contains an article entitled "Rethinking the Computer" which discusses this approach as the direction of all future automated information systems. NCR has recently announced plans to discontinue the manufacture of mainframe computers in preference to solving "mainframe class problems" on networks with shared data. Performance is better, function is higher and costs are lower. Many companies are positioning themselves to take advantage of current and future microcomputer technologies operating in this networked environment. Carnegie Mellon University in Pittsburgh, widely acknowledged to be a leader in computer technology, is currently moving some of its administrative support applications to a networked environment which provides a truly seamless interface between academic and administrative needs. Radical solutions are not always bad, but they do require the ability to look toward the future with clarity of vision.

The most difficult problem with both radical approaches is, "How do we get from here to there?" Data and programs must be converted or re-created, procedures must change, and users must be retrained. These tasks are all costly and may not be justifiable at the present time; however, the networking radical approach may be less costly than the approach proposed by the Business Office and the Deloitte-Touche study and will not soon become obsolete.

4. Other technical problems and costs.

Networking with a seamless system not addressed.

Both the Deloitte-Touche and IBM studies address the need for a seamless system, yet there appears to be some confusion as to what a "seamless system" contains. The definition used by Deloitte-Touche refers to a single hardware platform (the mainframe), while the definition used by IBM refers to multiple types of hardware. It seems clear that we will never again move all University computing back to a single mainframe hardware platform; thus, the Deloitte-Touche definition is unacceptable. This confusion may seem trivial at first, but hardware integration can be a primary cost concern. If the replacement software cannot be integrated into the existing hardware configuration, then additional hardware and/or software may be required to allow the replacement software to interconnect with existing hardware. The IBM study discusses interconnection of various

⁵ D. Maier, IEEE Data Engineering Conference, Los Angeles, CA, February, 1988.

types of computers, while the Deloitte-Touche study leads us to believe that one hardware system is required. This terminology needs clarification.

Retraining of technical support staff and users.

The IBM task force suggested the creation of a central training and support office and estimated its cost at \$300,000. The Deloitte-Touche study includes training as a staff responsibility, along with operations definitions, testing and file conversion. Management responsibilities include project management, package selection, policy and procedures review and modification, interface modification and report definition. Deloitte-Touche estimates total cost of both staff and management responsibilities at \$39,500 to \$51,000. (The committee believes this to be a gross underestimate of reality.)

If a new system is purchased, it will be necessary to train technical support staff with respect to maintenance programs in the new system. It will also be necessary to retrain users to become familiar with the operation of the new system.

Methods and cost of interfacing with other University systems not fully addressed.

The proposed purchase of business and finance systems software does not address all interface concerns. A list of IDMS/R systems that share data with Business systems that are not recommended for replacement is given in Appendix B. Must these systems be modified to retrieve and update information in the databases that the replacement systems use? If these systems must be modified, is the cost of these modifications included in the overall cost of replacing the software? One primary integration concern is that a facility is needed in IDMS/R that allows it to access the proposed DB2 software.

No benefits study conducted.

A benefits analysis should be conducted to determine if the cost of changing database systems can be justified before any change in database manager is initiated. The benefits of using a different relational database manager other than IDMS/R have not been investigated. If the value of the benefits is extremely small or could be realized by manual procedures, one should question whether the costs are justified. The Deloitte-Touche study measures the cost of enhancing or replacing the existing system to add perceived needed benefits. Unfortunately, nowhere in the Deloitte-Touche study have the perceived benefits been measured.

Annual fees and maintenance charges not included in cost estimates.

When one buys off-the-shelf software packages, an annual fee, normally 15% of the current price of the software package, is usually charged. This fee entitles the buyer to new versions of the software packages and some limited telephone help in solving problems that develop. Based on the Deloitte-Touche estimate of the cost of unmodified software packages and DBMS, this fee would be at least \$141,000/year. (There is no annual fee for the current system which was developed at Clemson.) However, the fee could well be higher because the following may need to be included in the base on which the fee is charged: the cost of modifying the software packages to meet State law and University accounting procedures, the cost of necessary productivity tools required to use the database, and the cost of additional software to support a change in telecommunications monitor (another major software system). In addition, if vendor-supplied programmers provide software modifications and other maintenance, \$800 to \$1000 per day plus expenses for each programmer is currently a reasonable fee.

However, the true cost of a software system cannot be measured in initial cost only. Once the system is in-house, installed, and working perfectly, software engineering studies show that one expects to have spent approximately one third of the total cost of the software; thus, for an initial purchase price of 1 million, one expects a total cost of 3 million over the lifetime of the software.

5. Funding.

Throughout the previous discussion, the cost of items not specifically addressed in the RFP has been mentioned. The following additional questions should be answered:

1. What percentage of the proposed software purchase is being funded
 - by the Business Office?
 - by academic departments? (Maxwell's share)
 - by contracts and grants?
 - by private sources?
 - by other sources? (explanation required)
2. What are the costs of not changing the system?
 - What would be the cost of making the most critical changes?
 - Please itemize these critical changes.
 - What long-term costs will be incurred in updating the system?
 - What are the estimates of these long-term costs?
3. What are the estimated costs at the user level?
 - For Business Office/ Personnel users?
 - For academic users (average per department)?
 - Other users (type and average costs)?
4. What funding will be required for user level implementation, training, and equipment?
 - Business Office sponsorship (amount/percentage)?
 - User department (amount/percentage)?
5. What funding will be required for other systems that interface with the Business & Finance software?
 - Business Office sponsorship (amount/percentage)?
 - User department (amount/percentage)?

6. The effect of business office policies and procedures.

It has been argued that a new financial management system will benefit researchers. The only significant benefit the committee can envision is real time access to one's financial contract or grant data. Policy currently excludes access by many researchers using terminals connected to non-dedicated lines. Since such access is possible using the current software system, the problem apparently is one of policy rather than software. The only other conceivable benefit would be the ability to do research directly with the financial records of the University, but this seems both a remote possibility and a somewhat impractical one, given the confidential (even if public) nature of much of that data. Even so, the current system does not preclude access to financial data. Thus the ability to do research would not appear to provide compelling justification for an expensive purchase of new software.

(If our presumptions are incorrect, we would like to offer the administration an opportunity to explicate those benefits which would accrue to research that we have overlooked. If, however, the actual benefit envisioned is indeed real time access to data, we would request an explanation of how the purchase of a new system will improve what seems to be a policy rather than a software problem and how, specifically, the new system would be able to circumvent the current bureaucratic intervention.)

Finally, the committee requests that the administration determine whether the current policy system, and, if needed, the current software packages, might be revamped to provide real-time access to financial data. If there are other functions that might be useful to researchers, similar considerations are requested. It is requested that the office of the Vice-Provost of Computing and Information Technology be given an opportunity to advise on this issue (and, indeed, on the other issues raised by this document). Input from DCIT (Division of Computing and Information Technology) has been glaringly absent from the propositions seen thus far, and one must remain unconvinced of the depth of administration arguments, given the absence of such obvious expert input into the decision-making process.

7. Procedural and organizational concerns.

There are a number of aspects regarding the Deloitte-Touche study of Clemson computing needs which are of concern to the faculty. These aspects fall into three categories: Technical, procedural, and organizational concerns. The following addresses some procedural and organizational concerns.

A major procedural concern is that the process which led the software purchase project to its current advanced stage was essentially unknown to the faculty. Some faculty were asked to respond to questionnaires at a very early stage, but they were under the impression that they were participating in a study regarding Clemson's computing network and not strictly the Business & Finance system. There is a lack of recognition on the part of the administration regarding the faculty's legitimate need to participate in a decision process which will have such an extraordinary impact on the University.

Secondly, there is major concern with regard to the method of funding. Apparently, some funds which have been earmarked for the colleges may be used. Instructional and research needs are of greater importance to the colleges than the Business & Finance system enhancements.

Thirdly, although the Faculty Senate raised its concern, there has been no response from the administration. Such a posture builds resentment and an adversarial relationship between faculty and administration. We strongly believe that the faculty and administration can and should work together on this project, and let this process serve to build a cooperative relationship.

An organizational concern is that those groups in the University most directly affected by the software purchase, including DAPS (Division of Administration Programming Services) and DCIT, have been shut out of the decision process at an early stage. They are under the impression that they must accept a new system regardless of its deficiencies, and that it will be their job to make the system work.

A concern which is both procedural and organizational has to do with the evolution of the computer system. The initial internal study by IBM indicated a number of areas where the University's computing facilities fall short of user needs and desires. The most critical of these needs was in the area of a "seamless network". The IBM task force also recommended that the current Business & Finance system (and other systems) be enhanced to provide for additional capabilities such as electronic forms. However, the RFP largely ignores those recommendations. Instead, it essentially requests bids on replacing one component of the administrative information systems, the current IDMS-based Business & Finance applications, with a new system which includes a new DBMS. How did that happen? And why?

The real source of the problem is not that the current system has deficiencies, but rather that Business Office personnel may have failed to recognize many of the needs listed in the Deloitte-Touche study and thus have failed to communicate those needs to DAPS for enhancement of the current system.

Appendix A

Business System Programs Scheduled for Replacement

<u>System Name</u>	<u>Number of Programs</u>
Accounts Receivable	17
Accounting System	645
Applicant Referral	99
Budget System	84
College Work Study	9
Online Report Request	63
Departmental Encumbrances	34
Employee Information Services	23
Accounts Payable	98
FMO System Interfaces	12
Grants and Contracts	161
Payroll & Fringe Benefits	249
Personnel Reporting System	197
Personnel Database	368
Equipment Inventory	216
¹ Purchasing System	256
State Accounting Interface	73
Telephone/Utility Reports	15

Total	2,619

¹ New Purchasing System written by DAPS.

Does not include the motorpool, central stores, FMO, or foundation accounting systems which are user supported and do not run on the mainframe. Also, does not include the Facilities or Electronic Forms Management systems that are mainframe-based applications supported by DAPS and not scheduled for replacement.

Appendix B

IDMS Systems Not Recommended for Replacement

Academic Department System	IPTAY
Alumni Data System**	Majors Database
Athletic Advisor System	Online Report Request System
Course Data Base	Registration
Course Enrollment System**	Report Supervisor Software**
Degree Progress System	Scheduling**
Development Data System	Security Database**
Electronic Forms Management System**	Student Database
External Reporting System**	Student Life
Facilities Data System	Student Master
Financial Aid	Student Receivables**
Grade Processing System	Summer School Revenue**
Graduate Record Exam System	Traffic System**
Graduate School	Transfer Evaluation
Housing	Undergraduate Admission
Instructional Audit System**	Student Placement
Education College Database	

** indicates those systems that share data with Business systems.

Additionally, there are non-IDMS systems that interface with IDMS databases.

RESOLUTION TO REVIEW THE PURCHASE OF BUSINESS AND FINANCE SYSTEMS
SOFTWARE BY THE OFFICE OF BUSINESS AND FINANCE

FS91-1-1 A P

Whereas, The current Clemson University administrative software system is used, not only by Business & Finance, but by almost every administrative unit, including extension and IPTAY, and

Whereas, A decision to replace part of the software system without regard for the total system may well have disastrous results on the integrity of the entire system, and

Whereas, If a radical change must be made, current research suggests directions that would place our computer system in a more favorable technological position, and

Whereas, The proposed expenditure would preclude the use of these funds for other projects that might be more important for the University,

Resolved, That the administration be called upon to involve those significantly affected by administrative decisions of this magnitude in the making of the given decision.

FS91-1-1 B P

Whereas, The current database management system may satisfy all DBMS requirements, and

Whereas, No benefits study has been performed on a change of DBMS, and

Whereas, Implementing the recommendations of the Deloitte-Touche study will degrade the current system,

Resolved, That no response to the RFP which contains a change of database environment be accepted until:

a) a benefits study is conducted to determine whether the cost of changing the DBMS can be justified, and

b) a technically feasible plan for solving problems in the resulting heterogeneous database environment is developed, and

c) the cost of this solution, together with all costs of changing other affected systems, is included in the total cost of the purchase.

FS91-1-1 C P

Whereas, Deloitte-Touche estimates that the cost of replacing the Business & Finance software only will be approximately 2 to 3 million dollars, and

Whereas, The Deloitte- Touche study omits obvious additional costs,

Resolved, That for each response to the RFP, the cost of changing other affected systems should be determined and added to the bid to determine actual cost.

FS91-1-1 D P

Whereas, The available resources and expertise of the Clemson campus in the area of database management systems have not been utilized thus far,

Resolved, That internal personnel, technically familiar with the existing software systems be invited to provide cost estimates for upgrading current systems to include the functions perceived as missing and needed.

Proposed Change to the Faculty Manual

Complaints about violations of the Faculty Manual should be sent to the President of the Faculty Senate for referral and resolution.

recommended by Faculty Senate Policy Committee
1/91

Proposal for updating the Faculty Manual

1. All proposed changes for the Manual should be submitted to the President of the Faculty Senate.
2. The President of the Senate shall refer the matter to the appropriate committee or person for a recommendation to the Senate as a whole.
3. Upon receiving the recommendation, the Faculty Senate shall vote to approve/disapprove the change. (2/3 majority needed for approval)
4. Approved changes are forwarded to the Provost for his approval.
5. The Provost forwards the changes to the Faculty Manual Committee for incorporation into the Manual.
6. The Faculty Manual Committee submits its version of the changes to the Faculty Senate for confirmation.
7. The Faculty Senate sends the changes to the Provost.
8. Normally, upon approval by the Provost, the changes will take effect. If approval by the Board of Trustees is required, the changes will take effect after that approval is given.
9. The Official Faculty Manual will be maintained in the Faculty Senate Offices by the Staff Secretary.



CLEMSON UNIVERSITY STUDENT GOVERNMENT

A RESOLUTION

Resolution 90/91 No. 37
1990/91 Clemson University Student Senate

Date Submitted: 12/3/90
Date Approved: 12/3/90

"HANDICAP VANS" Traffic and Grounds Committee

1. WHEREAS there were previously four major cross-campus wheelchair routes,
2. and
3. WHEREAS the Strom Thurmond Institute and Campus Green phase I permanently
4. took away one of those routes, leaving three, and
5. WHEREAS the Brackett Hall renovation and Campus Green Phase II will, for two
6. and a half years take away yet another, leaving only two, and
7. WHEREAS many other wheelchair routes will be congested and/ or lengthened due
- to the half dozen other projects now starting, and
8. WHEREAS wheelchair travel time to existing locations will be doubling or
9. tripling, making it impossible for handicapped students to take
10. consecutive classes, and
11. WHEREAS the above doesn't even take into consideration that the campus is
12. greatly expanding outside of the existing boundaries,
13. BE IT RESOLVED by the Clemson University Student Senate in regular session
14. assembled the following:
14. THAT the University investigate alternative handicapped routes and the
15. possibility of equipping a van with a wheelchair lift to aid our handicapped
16. students.

RESOLUTION IN SUPPORT OF STUDENT SENATE RESOLUTION
NO. 37, "HANDICAP VANS"

FS91-1-2 P

Whereas, The Faculty Senate unanimously supports the
aforementioned Student Senate resolution,

Resolved, That the Faculty Senate strongly supports the
handicapped resolution as stated by the Student Senate.